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A REPORT ON THE SURVEY FEEDBACK CONFERENCE

LOS ANGELES COUNTY



SEPTEMBER
1976

TOTAL PERFORMANCE MEASUREMENT STUDY
DEPARTMENT OF HEALTH SERVICES

*Los Angeles. Dept. of health
services --
evaluation*

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PREFACE

PRODUCTIVITY WAS ONCE CONSIDERED A CONCERN UNIQUE TO THE PRIVATE SECTOR. BUT IN THESE TIMES OF ECONOMIC UNCERTAINTY AND TAXPAYER PROTESTS, PRODUCTIVITY IS ALSO BECOMING A PRIORITY FOR GOVERNMENT AT ALL LEVELS. PUBLIC OFFICIALS AND LOCAL GOVERNMENT MANAGERS ARE REALIZING THAT THEY MUST INCREASE PRODUCTIVITY IF THEY ARE TO MEET CITIZEN DEMANDS FOR SERVICES WITHOUT RESORTING TO UNPOPULAR TAX INCREASES.

THIS PAMPHLET IS ABOUT AN EXPERIMENTAL EFFORT TO DEVELOP AND REFINE AN INNOVATIVE APPROACH TO PERFORMANCE IMPROVEMENT. TO BE MORE SPECIFIC, THIS PAMPHLET IS ABOUT PRODUCTIVITY IMPROVEMENT IN LOS ANGELES COUNTY GOVERNMENT.

TOTAL PERFORMANCE MEASUREMENT

BACKGROUND

AS PART OF A JOINT FEDERAL, STATE, COUNTY AND CITY EFFORT TO IMPROVE PRODUCTIVITY, LOS ANGELES COUNTY WAS CHOSEN AS ONE OF FOUR GOVERNMENT AGENCIES TO PARTICIPATE IN AN EXPERIMENT KNOWN AS TOTAL PERFORMANCE MEASUREMENT. THIS STUDY WAS FUNDED BY THE NATIONAL CENTER FOR PRODUCTIVITY AND QUALITY OF WORKING LIFE IN WASHINGTON, D. C. IN ADDITION TO LOS ANGELES COUNTY, THE OTHER THREE AGENCIES ARE:

1. REGIONAL OFFICE, HOUSING AND URBAN DEVELOPMENT (HUD), SAN FRANCISCO.
2. ADMINISTRATIVE OFFICES, STATE OF WASHINGTON.
3. CITY OF SUNNYVALE, CALIFORNIA.

THE PATIENT FINANCIAL SERVICES DIVISION OF THE DEPARTMENT OF HEALTH SERVICES, COMPRISED OF APPROXIMATELY 850 EMPLOYEES, WAS CHOSEN AS THE STUDY GROUP.

CONCEPT

TOTAL PERFORMANCE MEASUREMENT IS DESIGNED TO GIVE A COMPLETE PICTURE OF ORGANIZATIONAL STRENGTHS AND WEAKNESSES. IT ASSESSES THREE MAJOR THINGS:

1. CUSTOMER ATTITUDES
2. EMPLOYEE ATTITUDES
3. PRODUCTIVITY DATA

THIS ASSESSMENT HELPS IDENTIFY THE UNDERLYING CAUSES FOR DECLINING PRODUCTIVITY AND INVOLVES ALL LEVELS OF THE ORGANIZATION IN DEVELOPING SOLUTIONS TO THEIR PROBLEMS. IT ALSO GIVES THE ORGANIZATION THE METHODOLOGY NEEDED FOR CONTINUOUS MONITORING OF ITS PERFORMANCE.

THE OBJECTIVE OF CUSTOMER ATTITUDE SURVEYS IS TO PROVIDE FEEDBACK ON THE EFFECTIVENESS OF PRODUCTS, PROGRAMS, AND SERVICES. ESPECIALLY FOR COUNTY SERVICES, CUSTOMER PERCEPTIONS REPRESENT A MAJOR ASPECT OF DELIVERY EFFECTIVENESS. FOR THIS STUDY, THE BILLING SECTIONS OF EACH FACILITY WERE IDENTIFIED AS THE CUSTOMERS.

THE EMPLOYEE ATTITUDE SURVEY PROVIDES MANAGEMENT WITH THE INFORMATION NEEDED TO IMPROVE THE HUMAN SIDE OF PRODUCTIVITY AND EFFECTIVENESS.

PRODUCTIVITY OR "HARD" DATA INCLUDES QUANTITY AND QUALITY (EFFECTIVENESS). PRODUCTIVITY AND UNIT COST TRENDS WERE MEASURED OVER A PERIOD OF TIME TO MEASURE THE EFFICIENCY OF THE GROUP. QUALITY DATA AND CUSTOMER ATTITUDE MEASUREMENT WERE USED TO MEASURE EFFECTIVENESS.

THE THREE TYPES OF DATA ARE THEN INTEGRATED TO PROVIDE BOTH AN ESTIMATE OF ORGANIZATION EFFECTIVENESS AND EFFICIENCY AND THE IDENTIFICATION OF TARGETS OF OPPORTUNITY.

ADMINISTRATION OF STUDY

THE JOINT FINANCIAL MANAGEMENT IMPROVEMENT PROGRAM (J.F.M.I.P), OF THE GENERAL ACCOUNTING OFFICE, ADMINISTERED THE STUDY FOR THE NATIONAL CENTER AND CONTRACTED WITH DR. DAVID SIROTA AND ASSOCIATES, MANAGEMENT CONSULTANTS IN THE BEHAVIORAL SCIENCES, TO DESIGN AND ADMINISTER THE ATTITUDINAL SURVEY PORTIONS OF THE STUDY.

THE LEGISLATIVE AND GOVERNMENTAL SERVICES SECTION OF THE DEPARTMENT OF HEALTH SERVICES COORDINATED THE STUDY WITH THE CONSULTANTS AND ASSISTED IN THE QUESTIONNAIRE ADMINISTRATION AND COLLECTION OF PRODUCTIVITY DATA.

STUDY TIMETABLE

THE FOLLOWING IS A BRIEF OUTLINE OF CRITICAL DATES OF THE STUDY.

DECEMBER 1975	ORIENTATION MEETING BETWEEN CONSULTANTS, MANAGEMENT AND UNION.
FEBRUARY 1976	DR. SIROTA GROUP INTERVIEW WITH EMPLOYEES.
MARCH 1976	REVIEW OF QUESTIONNAIRE BY MANAGEMENT AND UNION.
MAY 1976	QUESTIONNAIRE ANSWERED BY EMPLOYEES.
MAY - AUGUST 1976	DEVELOPMENT OF PRODUCTIVITY DATA.
MAY - SEPTEMBER 1976	ANALYSIS BY DAVID SIROTA ASSOCIATES.
SEPTEMBER 23-24, 1976	SURVEY FEEDBACK CONFERENCE.
OCTOBER 1976	SURVEY FEEDBACK TRAINING OF SUPERVISORS.
NOVEMBER 1976	ACTION PLAN REPORTING STARTED.



COUNTY OF LOS ANGELES
HEALTH DEPARTMENT ADMINISTRATION
313 NORTH FIGUEROA STREET

ON SEPTEMBER 23, 1976, THE CONSULTANTS, DR(S) DAVID SIROTA, BRIAN USILANER AND JOSEPH MEYERS PRESENTED AN OVERVIEW OF THE RESULTS OF THE SURVEY TO TWENTY-FIVE TOP MANAGERS OF THE PATIENT FINANCIAL SERVICES DIVISION. IN ADDITION, REPRESENTATIVES FROM THE FEDERAL GOVERNMENT, DEPARTMENT OF HEALTH SERVICES ADMINISTRATION, CHIEF ADMINISTRATIVE OFFICE, DEPARTMENT OF PERSONNEL, AND LOCALS 660 AND 434 WERE PRESENT AT THE CONFERENCE.

ON THE NEXT DAY, DR. DAVID SIROTA MET WITH TWO GROUPS OF PATIENT FINANCIAL SERVICES DIRECTORS TO TRAIN THEM ON THE TECHNIQUES OF EMPLOYEE SURVEY FEEDBACK. THIS TRAINING INCLUDED THE USE OF ROLE PLAYING.

THIS PAMPHLET TELLS ABOUT THE TWO DAY CONFERENCES IN LOS ANGELES--WHY IT WAS HELD AND HOW IT WAS CONDUCTED;



DR. DAVID SIROTA
David Sirota and Associates



DR. JOSEPH MEYERS, J. F. M. I. P.
U. S. General Accounting Office

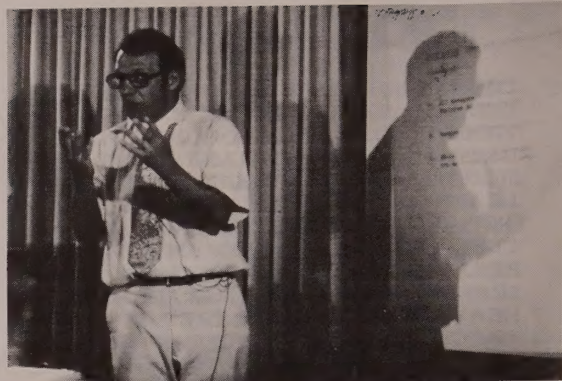
CONSULTANTS



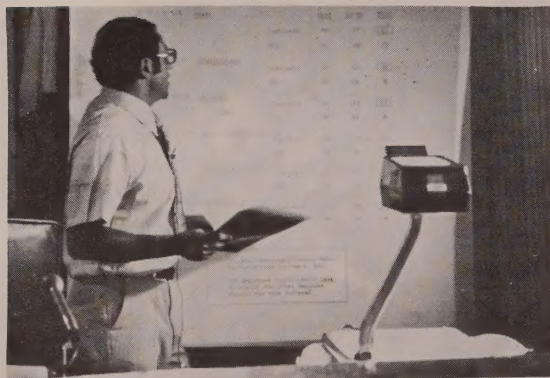
DR. BRIAN USILANER, J. F. M. I. P.
U. S. General Accounting Office

SURVEY FEEDBACK

THE INITIAL FEEDBACK CONSISTED OF A ONE-HALF-DAY PRESENTATION IN WHICH THE OVERALL RESULTS WERE PRESENTED TO THE MANAGERS AND OTHER GUESTS. THIS INCLUDED THE STRONG AND WEAK POINTS OF THE GROUP'S PERFORMANCE AND AN ANALYSIS OF THE EMPLOYEE ATTITUDE DATA. THE PRESENTATION CONCLUDED WITH RECOMMENDATIONS FOR PERFORMANCE IMPROVEMENT.



Dr. Sirota



Dr. Sirota

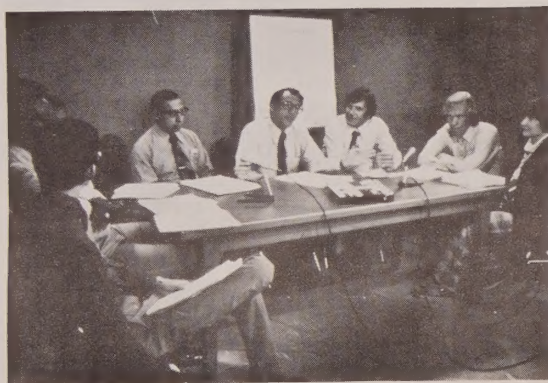
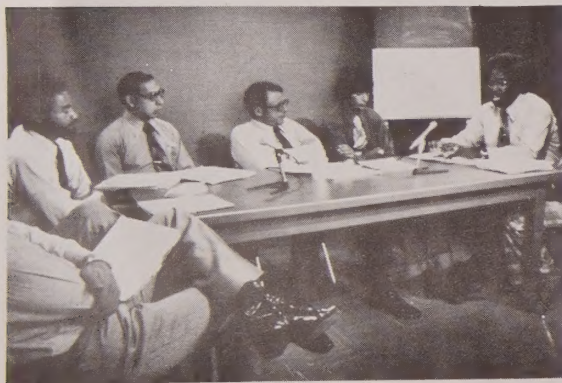


Dr. Meyers

Dr. Sirota

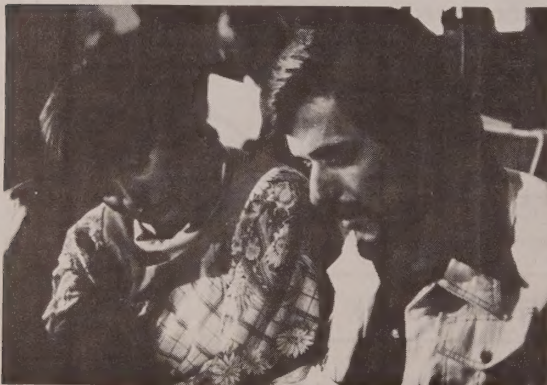
ROLE PLAYING

THE CONSULTANTS WORKED WITH THE 14 PATIENT-FINANCIAL SERVICES DIRECTORS THROUGH A 1-1/2 DAY MANAGEMENT TRAINING SESSION WHEREBY EACH DIRECTOR LEARNED THROUGH "ROLE PLAYING"--HOW TO ANALYZE DATA AND FEED IT BACK TO THEIR EMPLOYEES. THE PURPOSE OF THESE SESSIONS WAS TO GET MANAGEMENT HEAVILY INVOLVED IN THE SURVEY PROCESS AND TO BE PERSONALLY RESPONSIBLE FOR THE TRAINING OF THEIR LINE SUPERVISORS IN SURVEY FEEDBACK TECHNIQUES.





WALTER GRAY JONATHAN WILLIAMS



VERA WARD

BOB GISH

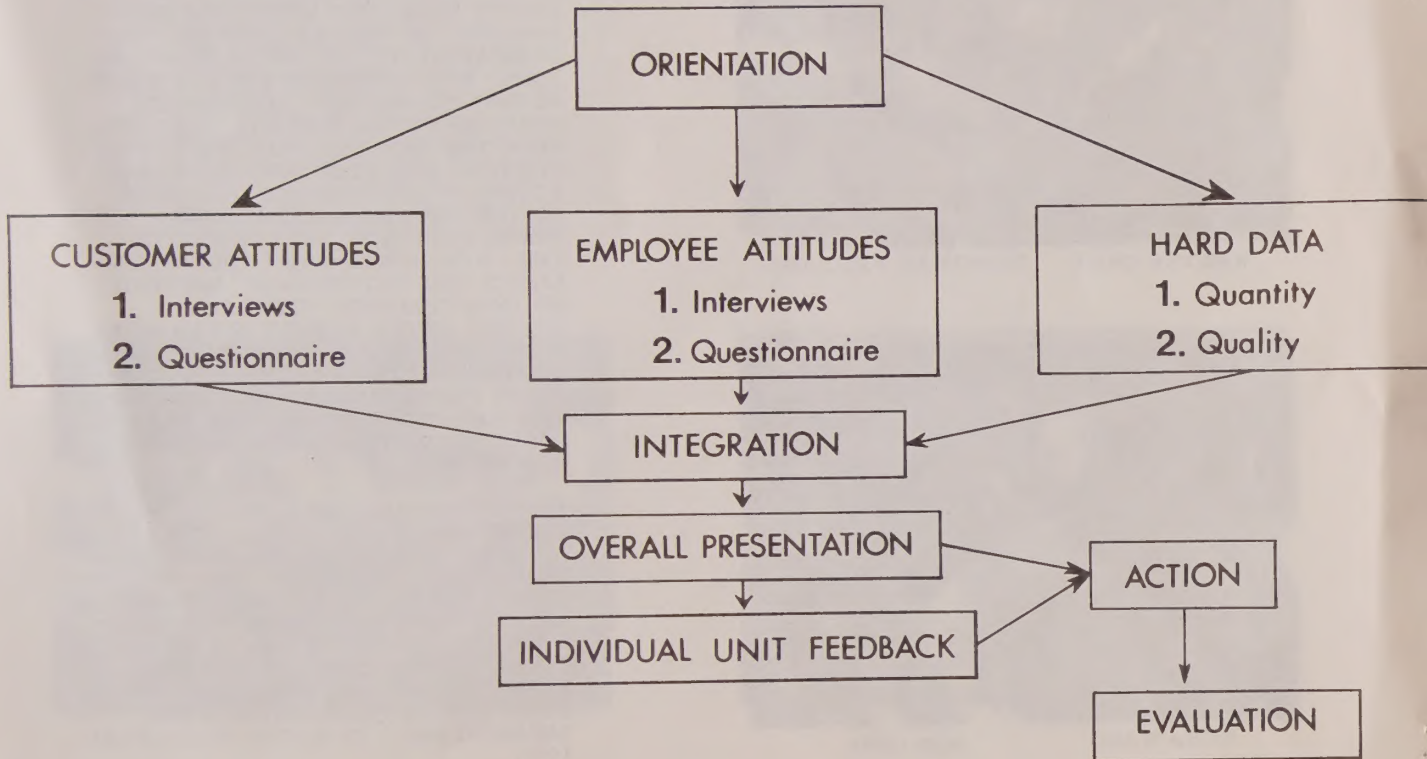
CONCLUSION

THE NEXT STEP IN THE FEEDBACK IS TO GET THE DATA TO THE VARIOUS LEVELS OF SUPERVISION IN THE ORGANIZATION. EACH SUPERVISOR IN THE SURVEY RECEIVES AN INDIVIDUALIZED COMPUTER PRINT-OUT OF SELECTED QUESTIONS CONTAINING THE RESULTS FOR HIS UNIT COMPARED TO THE TOTAL POPULATION. THE SUPERVISOR IS THE FIRST PERSON TO SEE HOW HIS UNIT RESPONDED IN THE SURVEY. THEY REVIEW THE RESULTS WITH THEIR EMPLOYEES AND TOGETHER DEVELOP ACTION PLANS FOR THE SOLUTION TO THE PROBLEMS IDENTIFIED. THESE ACTION PLANS ARE FED UP THE ORGANIZATIONAL LADDER UTILIZING THE "BOTTOM-UP" METHOD OF PERFORMANCE FEEDBACK. CHANGE AFTER SURVEY IS FAR MORE EFFECTIVE AND LASTING WHEN EMPLOYEES AND MANAGERS DEAL WITH THEIR PROBLEMS AND REPORT PLANS FOR IMPROVEMENT RATHER THAN INSTRUCTIONS FOR CHANGE FORCED DOWNWARD.

THIS STUDY WILL BE A PRACTICAL APPLICATION OF THE TOTAL PERFORMANCE MEASUREMENT CONCEPT IN A COUNTY GOVERNMENT. THE RESULTS OF THE STUDY WILL BE PRESENTED IN A CASE STUDY TOGETHER WITH THE OTHER THREE LEVELS OF GOVERNMENT. THESE CASE STUDIES WILL BE THE BASIS FOR A WORKSHOP TO EVALUATE THE TOTAL PERFORMANCE MEASUREMENT CONCEPT IN JANUARY 1977.

TOTAL PERFORMANCE MEASUREMENT

Basic Approach





ACKNOWLEDGEMENTS

BOARD OF SUPERVISORS

PETE SCHABARUM, SUPERVISOR, FIRST DISTRICT
KENNETH HAHN, SUPERVISOR, SECOND DISTRICT
EDMUND D. EDELMAN, SUPERVISOR, THIRD DISTRICT
JAMES A. HAYES, SUPERVISOR, FOURTH DISTRICT
BAXTER WARD, SUPERVISOR, FIFTH DISTRICT

DEPARTMENT HEADS

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LISTON A. WITHERILL, DIRECTOR, DEPARTMENT OF HEALTH SERVICES

PROJECT STAFF

HIDEO ANZAI, PROJECT COORDINATOR, CHIEF ADMINISTRATIVE OFFICE
ANNIE BRADSHAW, PROJECT COORDINATOR, DEPARTMENT OF HEALTH SERVICES
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GRAPHIC ARTS

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